

Branded Restaurant Operations

November 2006



Welcome

Any good restaurant operator will quickly tell you that there are just two simple management strategies to remember in running a profitable restaurant. One is to increase revenues, and the second is to reduce expenses. Since labor costs remain the single largest expense on a restaurant's profit and loss statement, it stands to reason that by controlling labor we'd be in a better position to positively impact our bottom-line.

Before you utilize this strategy you must first collect the necessary data. This is a very important step, as the accuracy of your data will determine the effectiveness of your plan. One of the most basic calculations that restaurant managers should be familiar with is Revenue per Labor Hour or Revenue/Labor Hour (R/LH), and we'll be advocating this method in our Branded Restaurant Operations.

R/LH is calculated by taking the total number of labor hours worked and dividing it into total revenue. For example if a Strike Zone snack bar manager required 32 labor hours to set-up, produce lunch, and clean up and sales at lunch that day were \$650 the R/LH would be \$20.31 ($\$650/32$ labor hours = \$20.31 R/LH). The number by itself doesn't tell you much of anything, but what if the next day we again used 32 labor hours at lunch, and lunch receipts dropped to \$550. Suddenly our R/LH dropped to \$17.19 ($\$550/32$ labor hours = \$17.19 R/LH).

The higher your R/LH standard, the more productivity increases and consequently so does profitability (as long as all other expenses remain constant). The key here is to trim the excess labor hours worked, and begin managing the workforce more efficiently.

This management indicator is a quick and easy tool to use. By beginning to manage hours worked and using this simple tool to track R/LH each Unit Manager can begin identifying how successful they are in implementing labor controls monthly, weekly, daily and even by meal period in their operations.

Over the coming months in "E-News" we intend to provide you the necessary tools to look at and manage your labor workforce in an entirely new, more efficient manner. As always, keep e-mailing us your ideas, thoughts and comments so we can continue sharing them with our growing family of MWR professionals. Here's to your success!

Roger Weger
Chief, Food Services Division

Upcoming Grand Openings

We currently have one scheduled Grand Opening at MCRD Parris Island, SC (Java Café on 29 November). Look for this story and more in our December edition of *E-News*. (POC: Trace Kea (703) 681-5255 or e-mail: Trace.Kea@cfsc.army.mil)

Pickle Talk



Let's talk **PICKLE**, shall we?

According to our fearless leader and **Give 'Em the Pickle** Potentate Bob Farrell, "the secret to almost everything you do is **consistency**". I happen to agree.

As an illustration, do you expect consistency from your favorite foodservice establishment? If you're like most, the answer is a resounding YES because consistency is typically thought of as hallmark #1 of any well-run restaurant. You like what happened the last time, and expect it the next time you visit. If product reliability is removed from the equation, will you return or will you then begin to seek an alternative? Typically, once the familiarity of experience breaks down so does your loyalty to that establishment.

Your guests are no different. They're looking for and demand the same consistency from your restaurant. Your **Pickle** is what has become familiar to them and is what they have come to expect from you each and every time they visit. It's what they shell out their cash for.

Product and service consistency are non-negotiable. We must produce a consistent **Pickle** and we do that when it is fully supported by a consistent team member training program.

First and foremost, we create a consistent team member training program by identifying those current team members that faithfully produce and serve your products according to standard...day-in, day-out. These are your **Pickle** people! **Pick your Peck of Pickle People to Propagate Proper Program Performance.**

Exploitation is a 4-letter word...that word being *GOOD*! Every minute of every day we need to exploit what we do well - our **Pickle**, and exploit our team member's talents - our **Pickle** people. Who are your current team members that exemplify excellence in the delivery of your products and services? If you're not already doing so, these are the fine folks that we'll be counting on in the future to train and 'certify' new hires as "**Pickle** ready" to serve your guests.

Tune into next month's edition as we'll discuss further how to use the talents of your current and outstanding team members to produce the same results in the new hires coming aboard.

Until then, enjoy each and everyday by giving your guests the **Pickles** they so richly deserve. We'll see you right here next month....same **Pickle** time, same **Pickle** channel! (POC: Brad Puterbaugh (703) 508-2593 or email: Brad.Puterbaugh@cfsc.army.mil)

Getting Back to Basics: A Cheeseburger *is* Paradise

In 2004 Americans consumed more than 13 billion hamburgers with more than 7 out of every 10 served with CHEESE! That's right, 73% of 13 billion burgers consumed were Cheeseburgers! Say

CHEESE...Please! Additionally, and great news for our Branded Restaurants is that the same numbers apply to burgers consumed away from home. And by the way, 86% of all Americans ordered hamburgers last year. That equates to a lot of “moo...la” for us!

Since one of our most popular Branded Restaurant menu items are burgers, it's absolutely critical that we follow proper handling procedures to ensure the food safety of our guests. The following are a few key rules to remember on a daily basis:

- The number one way that food is contaminated is by the hands of the person(s) handling the food. Vinyl gloves must be worn when handling any high protein foods; especially raw meats.
- To prevent cross-contamination be sure to wash hands, cutting boards, countertops, and utensils with hot soapy water after contact with raw meat. After washing cutting surfaces with soapy water, a sanitizer should be used. A simple 10% solution of chlorine (Clorox) and water is strong enough to kill any food borne bacteria on open surfaces.
- Always keep ground beef refrigerated below 40°F.
- Always keep raw meat separate from ready-to-eat foods. Never place cooked hamburgers or cooked ground beef on the unwashed plate that held the raw patties.
- ***“Planning ahead” is the best rule for handling all frozen foods.*** Always thaw meats properly - burgers especially. Thaw them in the refrigerator overnight and always on the bottom shelf (so that their juices don't spill over onto other foods).

So what's the bottom line? Burgers sell more than any other single menu item in the United States. That's why it's so important that we train and re-train these simple ServSafe guidelines; to protect you, our MWR Branded Restaurant team members, and most importantly our loyal guests. (POC: Jon Bullard (703) 681-5218 or e-mail: Jon.Bullard@cfsc.army.mil)

“Wake Up and Smell the Coffee”... Java Café Opens at Fort Dix, NJ

On 5 October 2006, U.S. Army Family and MWR Command, MWR Branded Restaurant Group personnel opened their 2nd Java Café coffee kiosk, and 6th Java Café' unit overall located in Club Dix at Fort Dix, New Jersey. Java Café is an upscale coffee venue that features premium beverages, hot brews and frosty caffeinated concoctions to include freshly brewed Starbucks coffee.

In June 2006, Fort Dix personnel had submitted the winning sealed bid for this Java Café kiosk that was later showcased at the August 2006 Army MWR Conference held in Louisville, Kentucky. The kiosk was delivered to Fort Dix after the Conference and in less than 6 weeks this Java Café unit was fully operational and open for business.

The Grand Opening festivities commenced at 1030 hours with Ms. Sarah Johnson-Fort Dix, DMWR welcoming the approximately 125 guests who had gathered. She thanked everyone from the Fort Dix team for their many hours spent making this project a



Ms. Sarah Johnson-DMWR Fort Dix, Colonel Douglas Dinon, Acting Deputy Commander, and Mr. Roger Weger-Chief, Food Services Division

reality in less than 6 weeks time. Colonel Douglas Dinon the Acting Deputy Commander also thanked those involved for their total support of the project and introduced Mr. Roger Weger-Chief, Food Services Division representing USACFSC. Mr. Weger said that Java Café was but one brand in the portfolio of restaurant offerings the Army has developed to improve the quality of life for the total Army Family stationed at Fort Dix and around the world. Following his comments Mr. Weger presented the official Java Café franchise certificate to Colonel Dinon and Ms. Johnson.

Immediately following the presentation of the franchise certificate Colonel Dinon, Ms. Johnson and Mr. Weger cut the grand opening ribbon which concluded the official portion of the program. Guests then had an opportunity to enjoy samplings of freshly brewed Starbucks coffee, a variety of frozen “Javaccinos”, and a vast array of assorted cookies, cakes and pastries from the Java Café menu. Guests also had the chance to win door prizes which included a lap top computer as the grand prize.

The festivities concluded at approximately 1130 hours and the unit officially opened for business.

The first guest, Alena Duran, a new comer to Fort Dix, who grew up drinking Starbucks in Central California, said “my prayers have been answered with Starbucks’ coffee on post. Until now, the closest place to get a Grande Caramel Macchiato, skinny with extra caramel was over 30 minutes away. I’m so happy that Java Café is finally here.”



The first guests, Alena Duran and son are all smiles

As part of the Java Café kiosk opening Club Dix personnel also unveiled a brand new computer lab with 18 stations, complete with internet access that will compliment Java Café and allow guests to “sip and surf” the internet. The Java Café kiosk will be open: Monday-Friday 0600-1330, Saturday 0600-1000, and Sunday 1200-2200.

This Java Café is the 63rd unit overall in the growing family of MWR Branded Restaurant Operations. (POC: Roger Weger (703) 681-5224 or e-mail: Roger.Weger@cfsc.army.mil)

Transitions November 2006

Welcome to Ms. Christine Eckenroth, Impact Zone Community Club, Java Café & Primo Express Manager, Fort Sill, OK. Christine recently assumed management responsibilities for the newest food additions at the Impact Zone Community Club. She has been in hospitality business for over 14 years and has held a variety of volunteer positions within Army MWR during her exciting career. Christine is well versed in all areas of the hospitality management and looks forward to her latest challenge of making Java Café and Primo’s Express the best they can be. In speaking about her new food operations she said; “It’s a great addition to the Fort Sill MWR family and will be well received by the soldiers, civilians, and their families assigned to Fort Sill”. (POC: Trace Kea (703) 681-5255 or e-mail: Trace.Kea@cfsc.army.mil)

7th Birthday Party for Mulligan’s at the Hale Ikena on Fort Shafter, Hawaii

It was another Happy Birthday for the Mulligan’s at the Hale Ikena, Walter J. Nargorski Golf Course, Fort Shafter, Hawaii.

On September 26, 2006, the combined complex celebrated its 7th birthday with live entertainment, delicious food, and great fun. The festivities began with a week long \$5 lunch buffet at Mulligan's and ended with a traditional Hawaiian luau lunch on Friday.

Just like any good birthday party, the Hale Ikena invited all of their friends to join them in celebrating this great event. Guests listened to live Hawaiian music and enjoyed an exceptional performance by a local hula troupe. With over ten food stations, guests were treated to a delicious selection of meats, fruits, cheeses, and desserts, along with samplings of both ethnic and local dishes. Guests were able to unwind with complimentary table and chair massages throughout the evening. Party-goers left with their arms full of MWR prizes, and six lucky guests won VISA gift cards.



Hula dancers performing at the Hale Ikena luau

The event is so popular in the community that guests lined up outside the club waiting for the party to begin. Manager Peter Loo hosts this event as a way to say thank you to his loyal guests, who support Mulligan's, the Community Club and Golf Course year round. With more than 1,000 people in attendance, guests included a mix of active duty, reserves, retirees, civilian employees, and community members. (POC: Naomi Falsetto (703) 508-5859 or e-mail: Naomi.Falsetto@cfsc.army.mil)

2006 Military Idol

The 2006 Military Idol Finals are going on now through November 5th. The finals will be aired via Army Knowledge Online (AKO) on Saturday, Nov. 4th at 2:00 pm EST. Log onto www.militaryidol.com to view and vote for your favorite Military Idol. Managers that are interested to find out more about what Military Idol is all about and how your club might benefit from hosting a competition in 2007 should contact Kristen Kea in the Events Division or log onto www.mwrpromotions.org and search the Military Idol information online. (POC: Kristen Kea (703) 428-6119 or e-mail: Kristen.Kea@cfsc.army.mil)



For more information about these promotions and upcoming promotions from Events Division, check out www.mwrpromotions.com.

What's new from Virginia

Greetings! Just a quick note to let you know that I'm proud and honored to join the MWR Theme Operations team. Coincidentally, we're in the process of changing our name to MWR Branded Restaurant Operations, to give greater visibility to our core competency.....Food!

My goal is to provide you with information that may help with the many challenges of this fast growing high-technology environment. As a result, we will be providing you tools that will help make your job easier, more stress-free, and rewarding for you and your team. Our vision is to provide an MWR Branded Restaurant Operations a "One Stop Shop", where all of your marketing, promotions and advertising tools are waiting and ready to deploy with a click of a mouse.

One of our goals is to change the look of our website. We have accomplished this goal with the help of our F&MWRC, Webmaster Rob Dozier. Please visit our site and check the new look. We also would like to have this site completed and fully operational for your use by January 2007. Changing the look of the MWR Theme Operations to MWR Branded Restaurant Operations is a two fold objective. First, it'll provide our External Customers (Soldiers, family members and civilians) a better and more user friendly website. Second, our Internal Customers (MWR Professionals) will have greater access in downloading marketing, promotion and advertising tools (i.e. an Opt-In message, brand logos, surveys, grand opening kits and so much more.)

Additionally, we'll set up an online MWR Branded Restaurant Operations forum that will serve as an MWR Professionals chat room. This is an opportunity for our MWR Professionals to collaborate and share their ideas with counterparts. Furthermore, we need intend to update our sales tools that will help MWR Professionals in executing centrally developed promotions locally.

These are just few goals geared towards enhancing the quality and service value to you our customers. Once implemented, these tools will help us all to operate more efficiently. Yes, we want to "Simply Bring You the Best" and have MWR Branded Restaurant Operations be your "First Choice".

But, I need your help! Please send me your feedback and let me know what we need to make better. (POC: Virginia Gouin (703) 681-5212 or email: Virginia.Gouin@cfsc.army.mil)

Test Your ServSafe Knowledge (See Page 8 for Answers)

1. Copper utensils and equipment can cause an illness when used to prepare acidic food.
 - a) True
 - b) False
2. When transferring a cleaning chemical to a spray bottle, it is unnecessary to label the bottle if the chemical is clearly visible.
 - a) True
 - b) False
3. Which practice will not prevent food from becoming contaminated?
 - a) Labeling chemical spray bottles
 - b) Closely inspecting food during receiving
 - c) Storing products in food grade containers
 - d) Storing high-acid food away from other food

Promotions Update

Managers—Start your engines! It's time to gear up for your next seasonal promotion. January through April is all about the Soldier's perfect food...MEAT.

We're rolling out a roast beef lover's dream with the Big Chicago Beef sandwich. It's a pile of sliced roast beef drizzled with au jus, then sprinkled with a bold and flavorful topping of jardinière. It all loads into a standard hoagie roll for convenient delivery from plate to mouth.

Pizza units will get another calzone with the new Philly Cheese Steak Calzone. It uses the same ingredients as our much-loved Philly sandwiches. Add some pizza cheese and marinara and---BAM—an entirely new recipe! By the way, it gets a side of marinara for dipping.



Speaking of marinara; I ordered the current calzone at one of our units recently and was given a side of picante sauce instead of marinara sauce. When I asked the manager about it, she said that they placed the picante and marina ramekins in the refrigerator on the same shelf, side by side. It's easy to see how the server grabbed the wrong one. Please make sure that your servers know to serve the right sauce with the right menu item.

MWR Marketing offices have already been notified about the new January promotions. All the information about the recipes, graphic layouts are online and ready to download at our fulfillment website, www.prafulfillment.com. (POC: Sharon Bertschi (703) 508-5894 or email: Sharon.Bertschi@cfsc.army.mil)

New Updates at www.prafulfillment.com

We've been busy working on new features to the fulfillment center website. The DOWNLOADS section now includes the ability to access all theme logos in color or black and white, with choices of print-quality or e-mail versions. The LTO category has a number of new additions; too previously-run seasonal promotions have been converted into LTOs and have been added to the Branded Restaurant Operations Promotion Kits section. Those new additions are also part of the newly-formatted LTO PROMOTION PLAN books which can be easily downloaded at the THEME OPS PROMO PLAN section. We've also added all the camera ready black and white ads for the LTOs in that same section. Your Marketing Graphics folks will be delighted to download the ready-to-print ads with a few simple mouse clicks! (POC: Sharon Bertschi (703) 508-5894 or email: Sharon.Bertschi@cfsc.army.mil)

New Video Display Sign Being Tested

Fort Belvoir was selected as our test site for a new type of video advertising sign that may eventually replace our printed promotions posters. Seven of our current Theme restaurants have already used video display signs for several years. The screens display bright-and-beautiful animated shows of our food promotions. The old screens have been successful, but they're complicated to use and are sensitive to power spikes. We've found a new version that is much simpler and has better options. The new screen plays the same type of animated shows we currently display and can also play Power Point slide shows. Restaurant managers would be able to add their own special messages, such as unique food promotions and events, like bowling tournaments or major community events. This feature could also be hugely attractive to corporate sponsors.

Here's a mini-primer of how it works:

1. Files (shows) are saved on a miniature disk. They can be MPEG or Power Point files.

2. Simply insert the disk into the screen, close the door, and the show loads and appears automatically.

If the facility loses power or someone unplugs the screen from the outlet, the show loads again automatically when the power is restored. We will continue to test the new display sign and report back to you as to its success in the next version of E-news! (POC: Sharon Bertschi (703) 508-5894 or email: Sharon.Bertschi@cfsc.army.mil)

Anniversaries

- 18 November 2004 – Strike Zone, Fort Knox, KY celebrates their 2 year anniversary
- 4 November 2004 – Strike Zone, Stuttgart, Germany celebrates their 2 year anniversary
- 6 November 2003 – Reggie's Express, Yongsan, Korea celebrates their 3 year anniversary
- 6 November 2002 – Primo's Express, Kaiserslautern, Germany celebrates their 4 year anniversary
- 23 November 1998 – Reggie's Beverage Company, Fort Irwin, CA celebrates their 8 year anniversary
- 4 November 1998 – Primo's Express, Fort Riley, KS celebrates their 3 year anniversary
- 1 November 1996 – Strike Zone, Fort Shafter, HI celebrates their 10 year anniversary

Answers to ServSafe Questions

1. a) True: Utensils and equipment that contain toxic metals such as lead in a pewter pitcher, copper in a saucepan, or zinc in a galvanized bucket, can cause toxic metal poisoning. If acidic food is stored in or prepared with this equipment the toxic metals can be transferred to the food.
2. b) False: If chemicals must be transferred to smaller containers or spray bottles the new container must be labeled properly.
3. d) Storage of high-acid food away from other food has no effect on preventing the food from becoming contaminated.

Closing Thought

"Leadership is getting people to look beyond their own job descriptions for ways to improve and challenge the process"... Maureen Fries



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